



LeanKanban

North America 2018

Ball-tampering

Tapegate vs Deflategate



Australia vs USA



Warner

Smith

Bancroft



Gisele Bündchen's Husband



What happened?

In the 3rd test against South Africa in Cape Town, March 2018, Bancroft modified the condition of the ball using a piece of “tape” later revealed to sandpaper hidden in his trouser pocket

Australia still lost the match by 322 runs

Smith (captain) and Warner (vice-captain) conceived the idea and sanctioned Bancroft to carry out the ball tampering

In the 2015 AFL Championship game (effectively the semi-final of the NFL season), Brady conspired with backroom staff to underinflate balls to be used by the Patriots offence. In a match held in tricky weather conditions

New England defeated the Indianapolis Colts by 45 to 7



**“Australian cheating ...
beyond belief”**

What happened next?

**Immediately Smith, Warner & Bancroft were
sent home in disgrace**

**An official apology from the head of Cricket
Australia, David Peever**

**A statement to the nation from the Prime
Minister of Australia, Malcolm Turnbull**



Malcolm Turnbull



What happened next?

Immediately Smith, Warner & Bancroft were sent home in disgrace

An official apology from the head of Cricket Australia

An apology to the nation from the Prime Minister of Australia, Malcolm Turnbull

Not much...

New England progressed to play in Superbowl XLIX narrowly defeating the Seattle Seahawks by 28 to 24 to become NFL Superbowl champions



What were the consequences?

Smith & Warner banned from leadership positions for 2 years

Bancroft banned from leadership position for life

All 3 banned from Australian domestic & international cricket for 1 year

All 3 banned from Australian domestic & international cricket for 1 year

...



What were the consequences?

Team coach, Darren Lehman, exonerated of wrongdoing, resigns anyway for showing poor leadership and creating a dysfunctional culture

All given a 1-match international test cricket suspension by ICC and fined 75% of their match fee

...



What were the consequences?

**Smith & Warner banned from playing in India
Premier League (IPL) for 1 year**

**Smith resigns captaincy of Rajasthan Royals
Warner resigns captaincy of Hyderabad
Sunrisers**

Loss of salaries worth \$1.6 million USD

**Loss of lucrative sponsorships and
endorsements**

...



**Cheating wasn't compatible
with Weet-Bix brand values**

What were the consequences?

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endorsements**

...





What were the consequences?

Brady suspended for 4 games

Team fined \$1 million

Loss of 2 draft picks for 2015-2016 season

**Did the Australians
over-react?**



**Playing cricket is core
to the Australian
identity**

A group of Australian Olympic team members, including athletes and officials, are posing outdoors in their official 2016 Rio de Janeiro uniforms. They are wearing light blue pinstriped blazers with green trim and the Australian Olympic crest, white shirts, and white bottoms. Some are wearing patterned scarves. In the background, the Australian flag is visible, along with a modern building and a beach area. The text "Sports are a core part of Australian culture" is overlaid in large, bold, black letters.

**Sports are a core part
of Australian culture**

A stylized map of Australia is centered in the background. The map is light green and white, set against a dark green rectangular area on the left and a yellow area on the right. Four white, multi-pointed stars are positioned around the map: one at the top left, one on the left edge, one at the bottom left, and one near the top center.

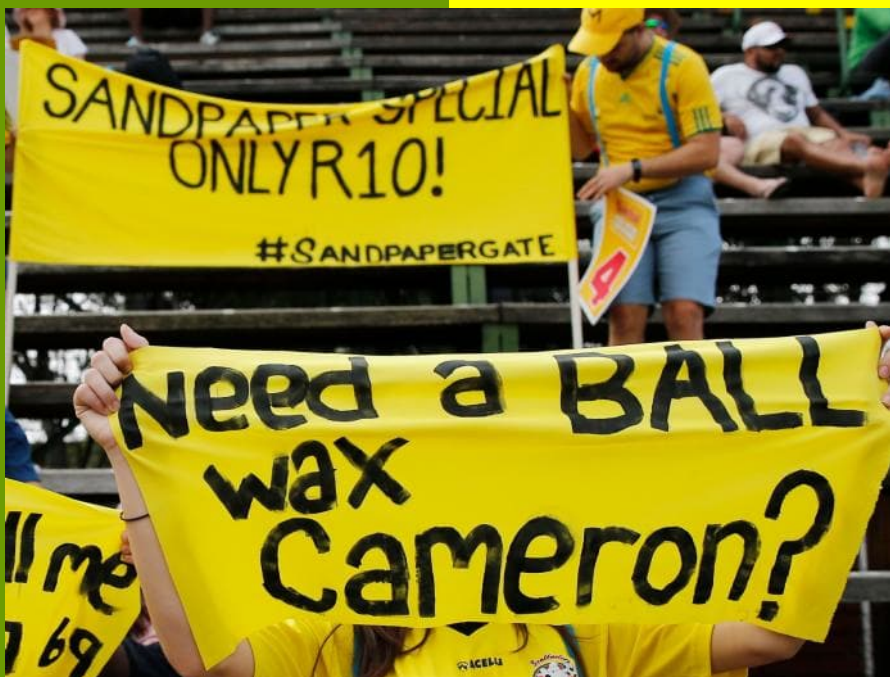
**A sense of fairness
is a core Australian
value**

**“Fair do’s” & “fair go”
are common expressions in the
Strine dialect**



Ball-tampering

**“It just isn’t
cricket!”**



“We are not a nation of ball-tamperers!”*



* Paraphrasing Malcolm Turnbull

A large crowd of people at a sporting event, many holding Australian flags and a yellow banner that says 'AUSTRALIA'. The text is overlaid on a semi-transparent blue rectangle.

**Sanctions against Smith, Warner
& Bancroft reflect how deeply
they offended the Australian
sense of self!**

Identity Wins!

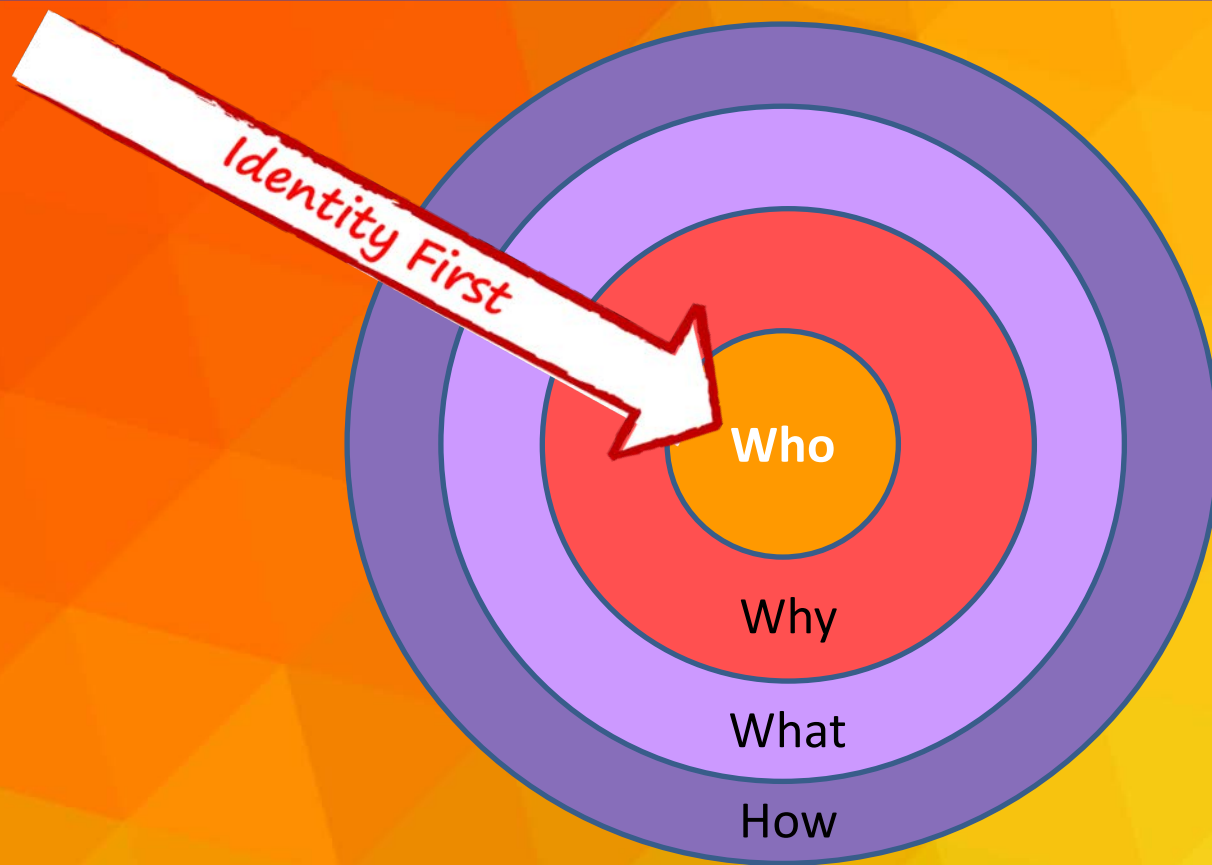
**Look for an identity-related
explanation for behavior
before you seek a logical
explanation based on why,
what or how**

Presenter
David J. Anderson

Lean Kanban
North America
Seattle
April 2018

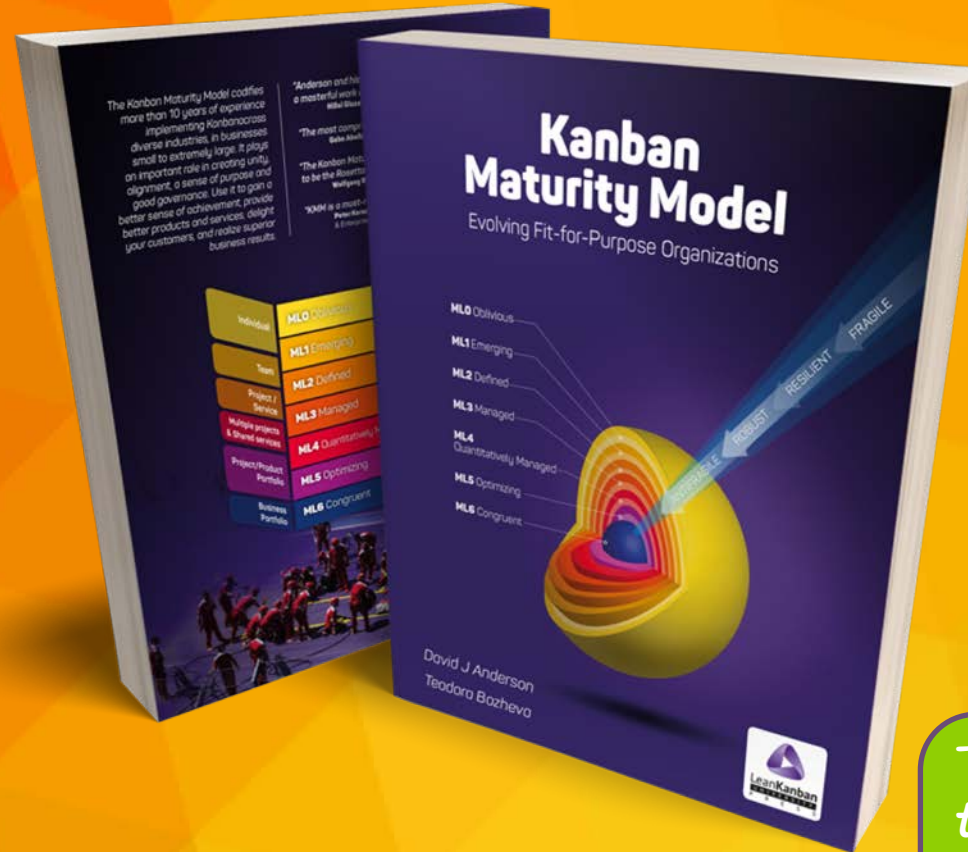
First Who, Then Why

Leadership Maturity will always constrain
Organizational Maturity



New Book

Every Lean Kanban North America attendee received a free copy of Kanban Maturity Model – evolving fit-for-purpose organizations

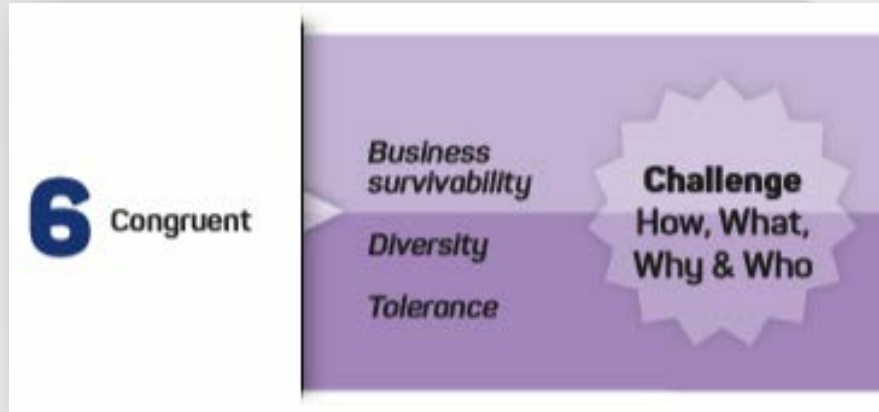


The thesis of this talk is that your organizational maturity will always be limited by your leadership maturity

KMM puts culture & leadership before practice adoption

**The thesis of this talk is that your
organizational potential will always be
limited by your leadership maturity**

Aspire to Level 6 Leadership



Challenge

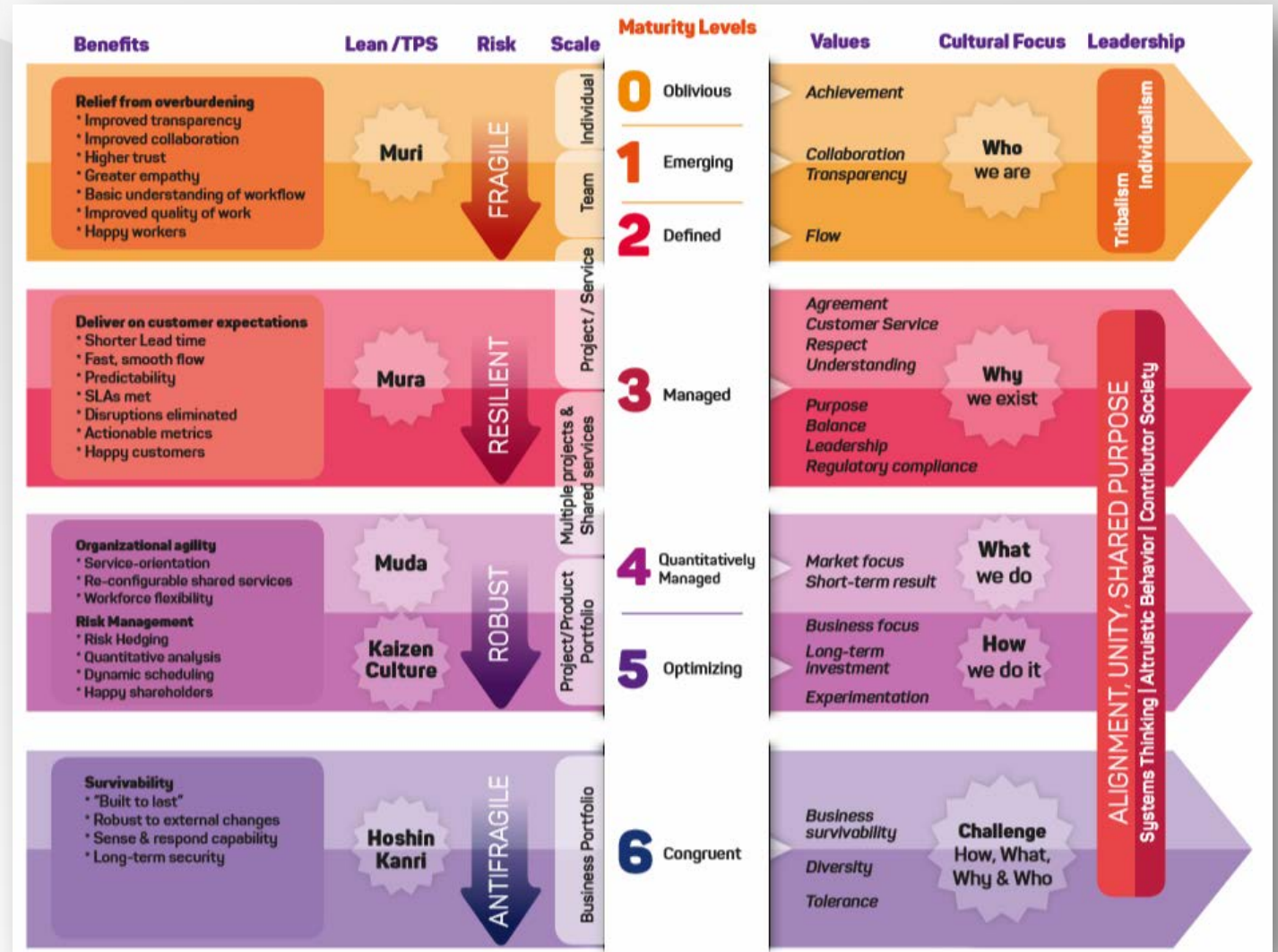
How we do it

What we do

Why we exist

But most of all...

Who we are!



We need to codify leadership maturity if we are to provide suitable guidance on organizational potential and cultural change

**What I am presenting today is
unashamedly a
work-in-progress**

**To develop the KMM appraisal
method we'll need to complete
this model**

Inspired by my recent stay in South Africa





Something to think about...

This is a white supremacist waving an old flag...



On 27th February the Nelson Mandela Foundation petitioned South Africa's Equality Court in Johannesburg asking for "gratuitous displays" of the flag of the old republic, often referred to as the "Apartheid era flag" to be banned.

Waving the flag of the old republic is his constitutional right. Should South Africa change the constitution in order to deprive extreme right wing white supremacists from using the flag as a focus and symbol of their racists beliefs?

A level 6 leadership challenge



This is Cyril Ramaphosa, sitting president of South Africa, together with Nelson Mandela and Thabo Mbeki negotiating the constitution of the new republic of South Africa, circa 1994.

Ramaphosa knows better than anyone alive why the ANC agreed to permit the continued use of the flag of the old republic – in order to facilitate the peaceful transition to a free democratic state, including freedom of speech for all South Africans in the new “Rainbow Nation.”

Is it now time to change this decision and ban the Apartheid era flag?



Leadership Maturity

Leadership Maturity



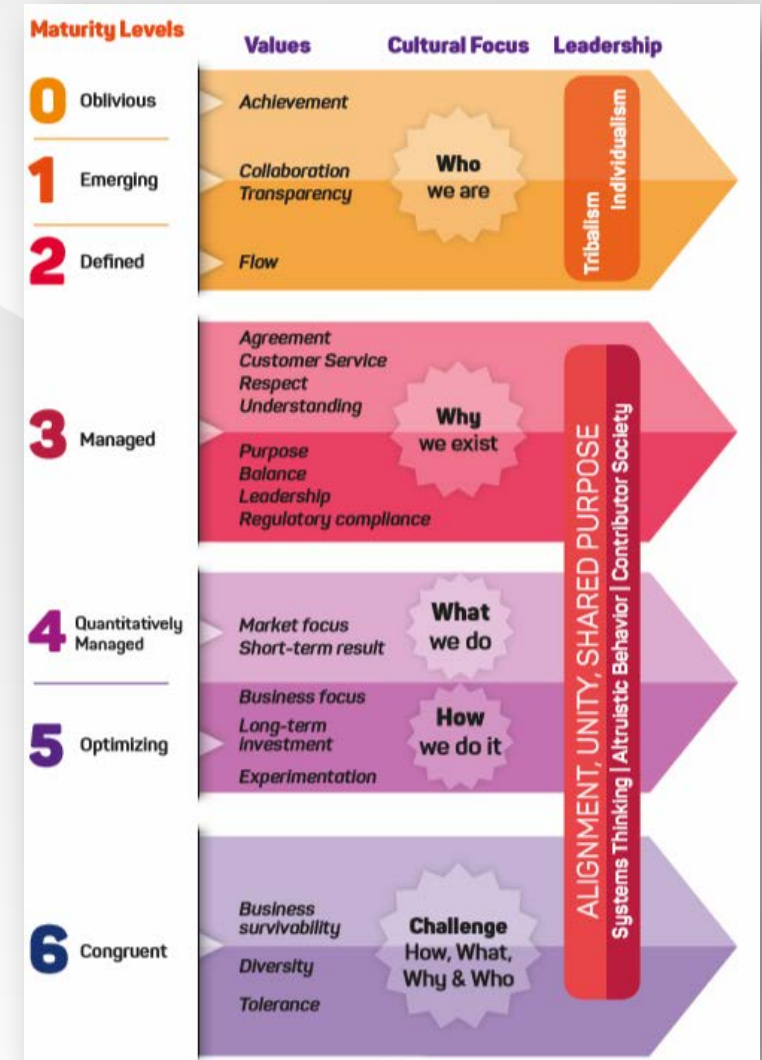
I'm doing better than the other guy
 We're doing better than those other guys
 Jealousy, envy, greed, seeking exhilaration

Compassion
 Empathy

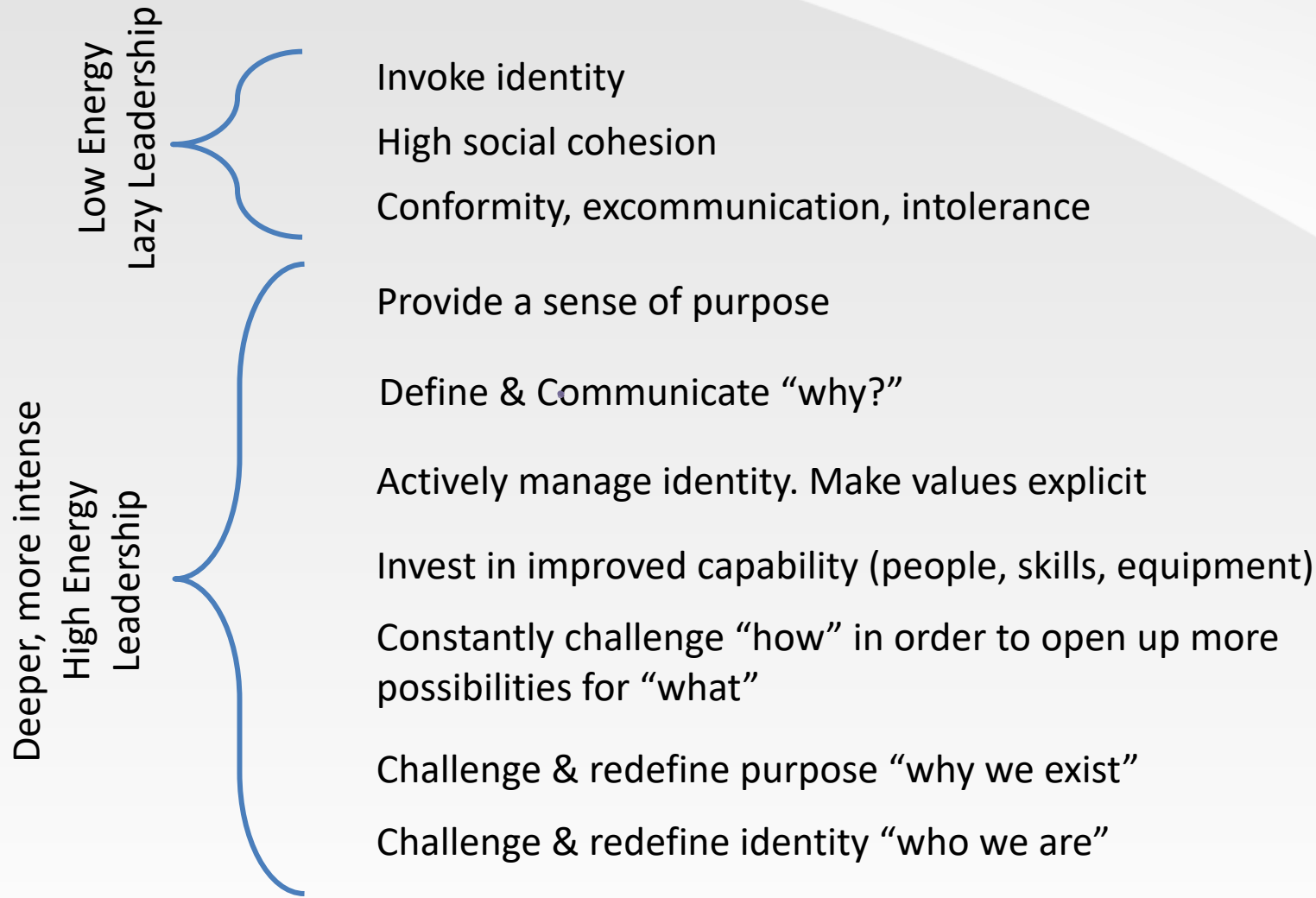
What is good for us is good for me
 What is good for them is good for us

Appreciative joy at the success and good fortune of others

Pursuit of pleasure through the selfless concern for the welfare of others



More Leadership Maturity



More Leadership Maturity

Relative Measure

I don't care if we are winning, so long as I am scoring

We don't care if we are winning, so long as our rivals are losing

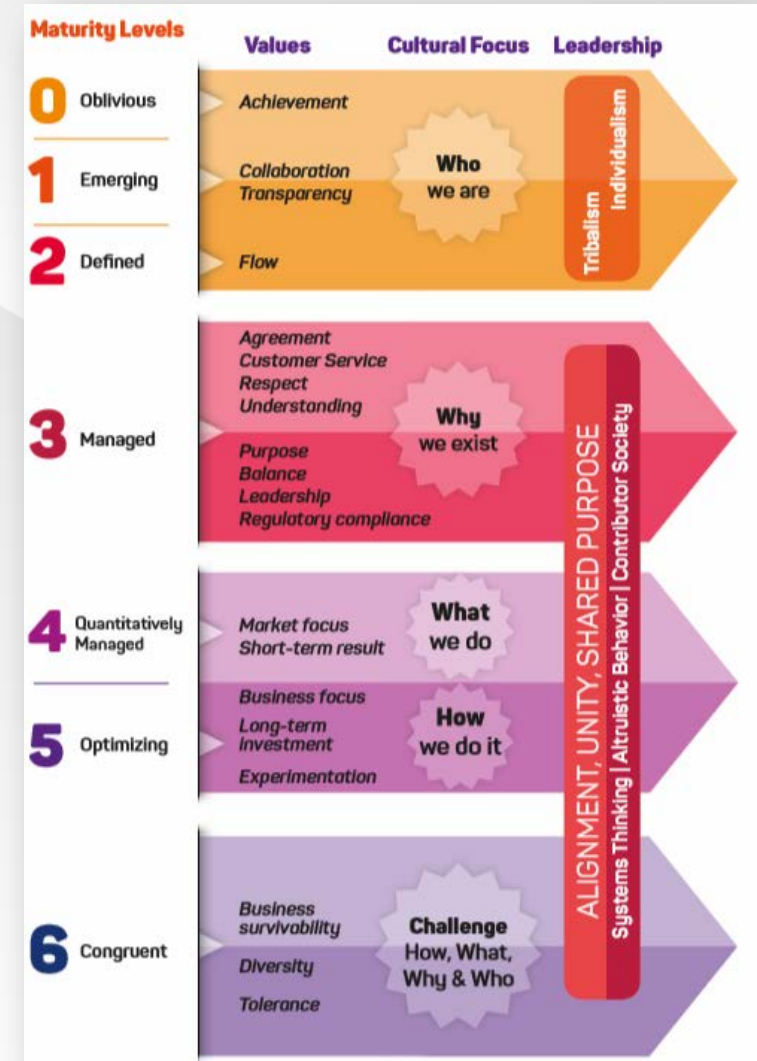
Absolute Measure

If we are not winning we are not good enough. It is irrelevant what our rivals are doing

We compete with ourselves, our own standards, our own expectations, our own goals

We aspire to perfection, to be the example against which all others are measured

Our history doesn't define us, our future does



Some Examples of Level 6 Leaders

Hardeep Singh Kohli



Bruce Lee

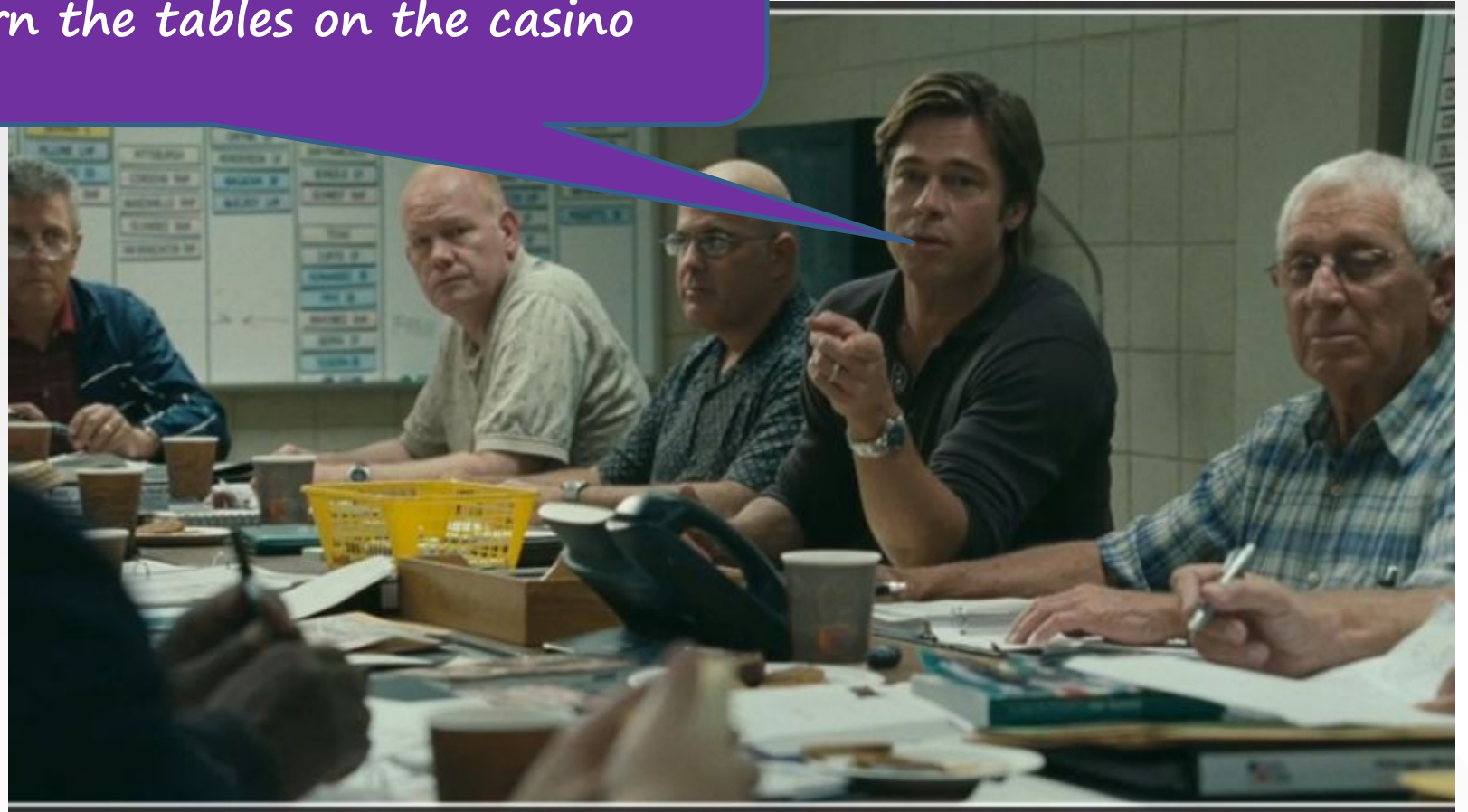
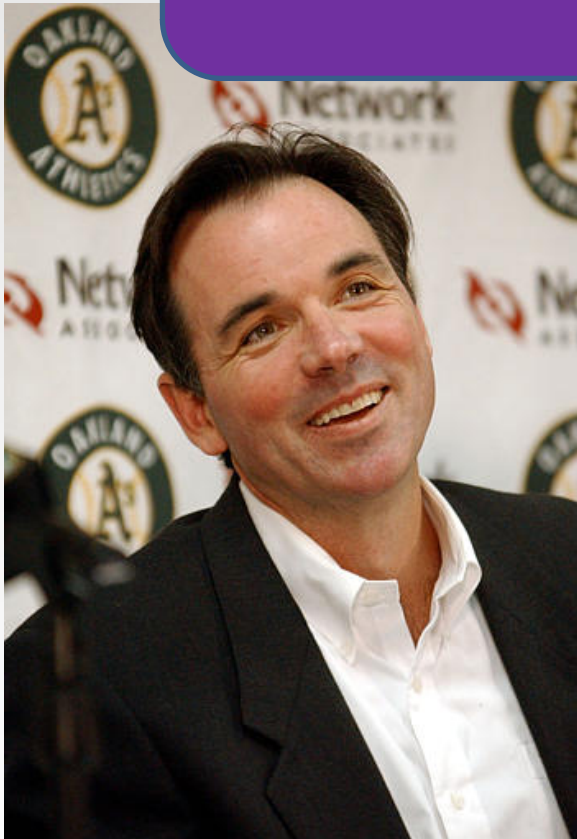


Billy Beane



Billy Beane & the Oakland Athletics

*This is the new direction for the Oakland Athletics,
we are card counters at the blackjack table and
we're going to turn the tables on the casino*



Marissa Mayer



What was the original identity?

The image shows the original Yahoo! logo in a purple, serif font. The text is "YAHOO!" with an exclamation mark. The logo is centered on a white rectangular background, which is itself set against a light gray background with a subtle diagonal line.

Zombies need Level 6 Leadership

- Companies that lose their identities due to external circumstances such as disruptive technology change become zombies wandering lost unable to make coherent and congruent decisions



Yahoo! lost its identity as a portal and wandered lost burning capital until Marissa Mayer declared it to be a *media business* – a content company

Marissa Mayer led cultural change at Yahoo!



*We don't value the Yahoos who sit at home in their pajamas on VPN, we value Yahoos who come into the office and work collaboratively with their colleagues**

**paraphrasing*

Richard Branson



What is Virgin Group's Identity ?



- ▶ Not a record label but they are
- ▶ Not a retailer but they are
- ▶ Not a travel company but they are
- ▶ Not a communications company but they are
- ▶ Not a media company but they are
- ▶ Not a fitness company but they are

At any point in time, Virgin is a huge family of businesses



Virgin's brand

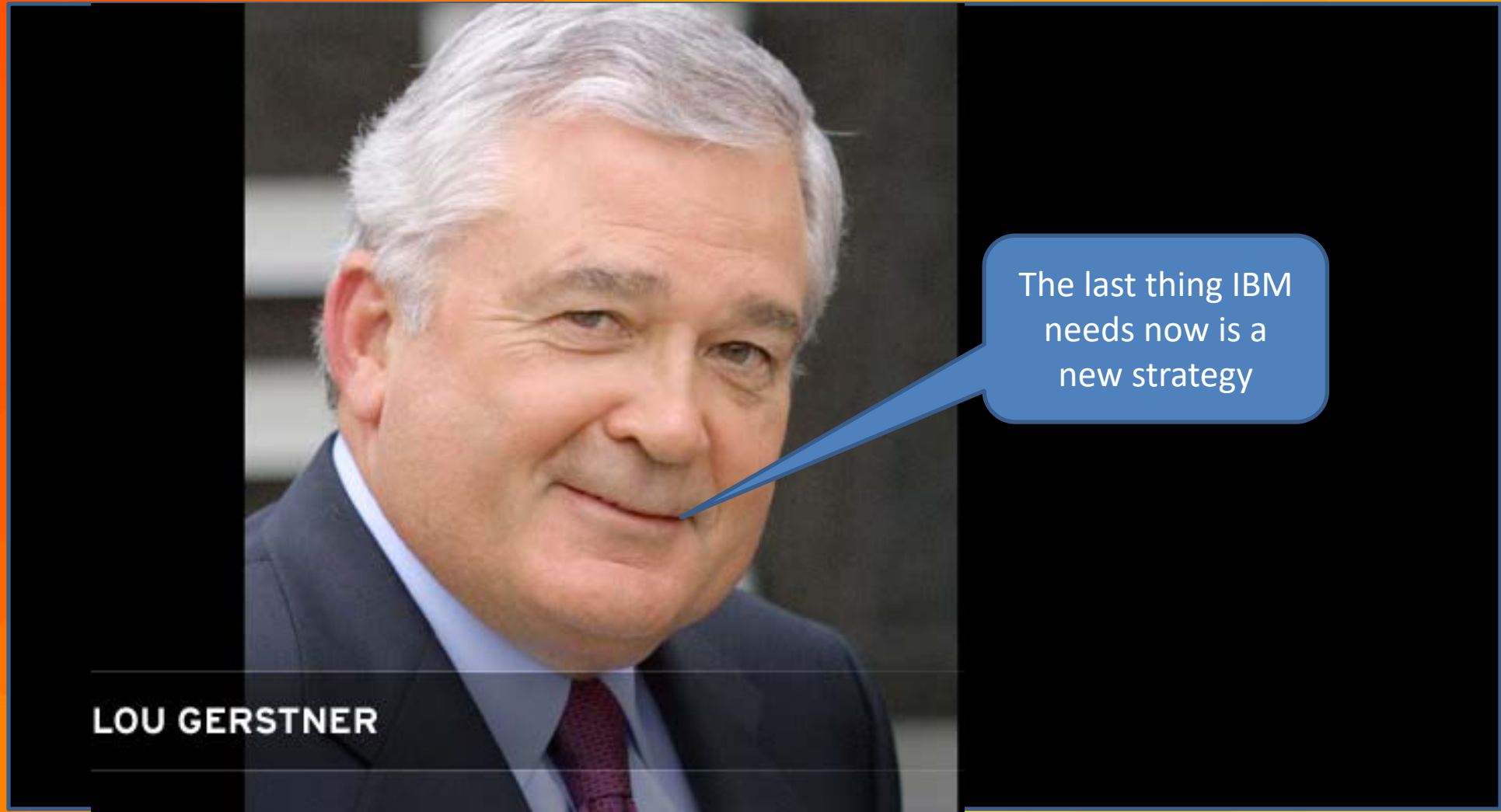
- ▶ Virgin's brand is fun, irreverent, associated with superior customer service and “cool” things people need and use regularly
 - Except Virgin Galactic which is just “cool” and Richard wants it!
- ▶ Virgin's core value is “superior customer service”
 - Virgin enter businesses where *_all_* the incumbent players are perceived to be doing it badly. They take market share with superior service design



Lou Gerstner



Gerstner disguised an identity change as merely evolution



LOU GERSTNER

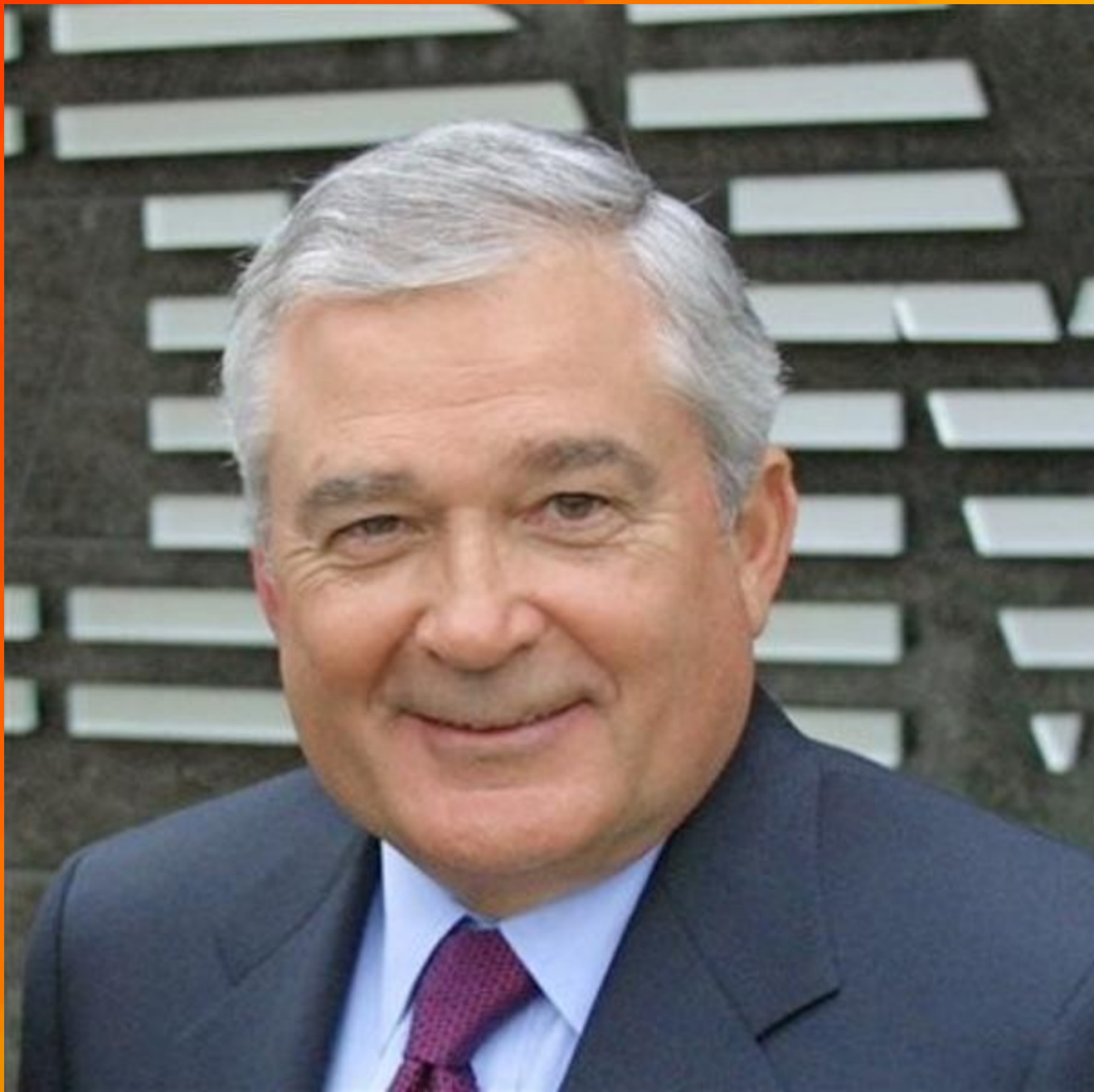
The last thing IBM
needs now is a
new strategy

IBM has a long history of identity change

- ▶ 1911, CTR = The Tabulating Machine Company, the International Time Recording Company, the Computing Scale Company and the Bundy Manufacturing Company
- ▶ 1924 CTR becomes International Business Machines
- ▶ 1964 System/360 Mainframe family launched
- ▶ 1981 PC launched
- ▶ 1991 Sold Lexmark
- ▶ 2002 acquires PWC Consulting
- ▶ 2005 Sold PC business to Lenovo
- ▶ 2016 Announced exit of mainframe business
- ▶ Now, primarily a professional services firm! What will its next identity be?
- ▶ AI Platform business? Watson is named for the firm's founders

Until I came to IBM, I probably would have told you that culture was just one among several important elements in any organization's makeup and success - along with vision, strategy, marketing, financials, and the like... I came to see, in my time at IBM, that culture isn't just one aspect of the game, it is the game.





Fixing culture is the most critical – and the most difficult – part of a corporate transformation... In the end, management doesn't change culture. Management invites the workforce itself to change the culture.

Satya Nadela



Nelson Mandela



Level 6 Leaders...

Make enemies

Actions are often only appreciated retrospectively

Need immense resilience

Have a deep well of energy to fuel them

Identity Wins!

Level 6 Leaders

Redefine Identity

Reinvent Organizations

Level 1 Leadership

Jacob Zuma's House



Nkandla

3rd President of the Republic of South Africa, Jacob Zuma spent the equivalent of \$24 million USD upgrading his house.

Zuma faces over 760 allegations of corruption and is currently on trial for 16 of these charges



Jacob Zuma

Zuma ousted by ANC



Cyril Ramaphosa

On 15th February the African National Congress (ANC) showed mature leadership and removed Jacob Zuma as president of South Africa, replacing him with Cyril Ramaphosa, one of the architects of the modern republic and a protégé of Nelson Mandela



Jacob Zuma

Level 1 Leaders

**are selfish, often
narcissistic & manipulative**

Level 2 Leadership

Cape Town is running out of water!



Desalination is a long term solution



Patricia De Lille, Mayor of Cape Town

Also on 15th February, Mayor of Cape Town, Patricia De Lille, survived a vote of no confidence.

The vote was brought by her own party the Democratic Alliance (DA) in an attempt to oust her as mayor. De Lille has resisted demands to build desalination plants with the argument that the city can't afford them.

The African National Congress (ANC) voted for De Lille and against the motion of no confidence. They want her to remain in order for the DA to look bad and increase ANC chances at the next elections due in 2019.

The water crisis continues!

Contrast ANC behavior at national & local level



By ousting Jacob Zuma and installing Cyril Ramaphosa, a protégé of Nelson Mandela who carries the torch for the dream of the Rainbow Nation, the ANC at national level showed mature leadership.

While in Cape Town, their behavior is tribal, petty, tactical and doesn't serve the people of Cape Town. The ANC seeks to look better in relative comparison to the DA looking bad, instead of winning the hearts and minds in the Mother City by doing the right thing and moving swiftly to improve basic water provision.

It is the poorest, predominantly ANC supporters who will suffer in the event of water running out.

Level 2 Leaders

**are tribal, promote relative
assessment,**

**make others look bad in order that we might look
better in comparison**



Freedom is enabled by purpose

Freedom



Shri Swami Shantatmananda

“Freedom is bound by your identity. Adopt a broad expansive sense of your identity to set you free” (paraphrasing)

“Shift from a victim mentality to a contributor mentality - to set you free and achieve fulfillment”
(paraphrasing)

Kanban Maturity Model & Freedom

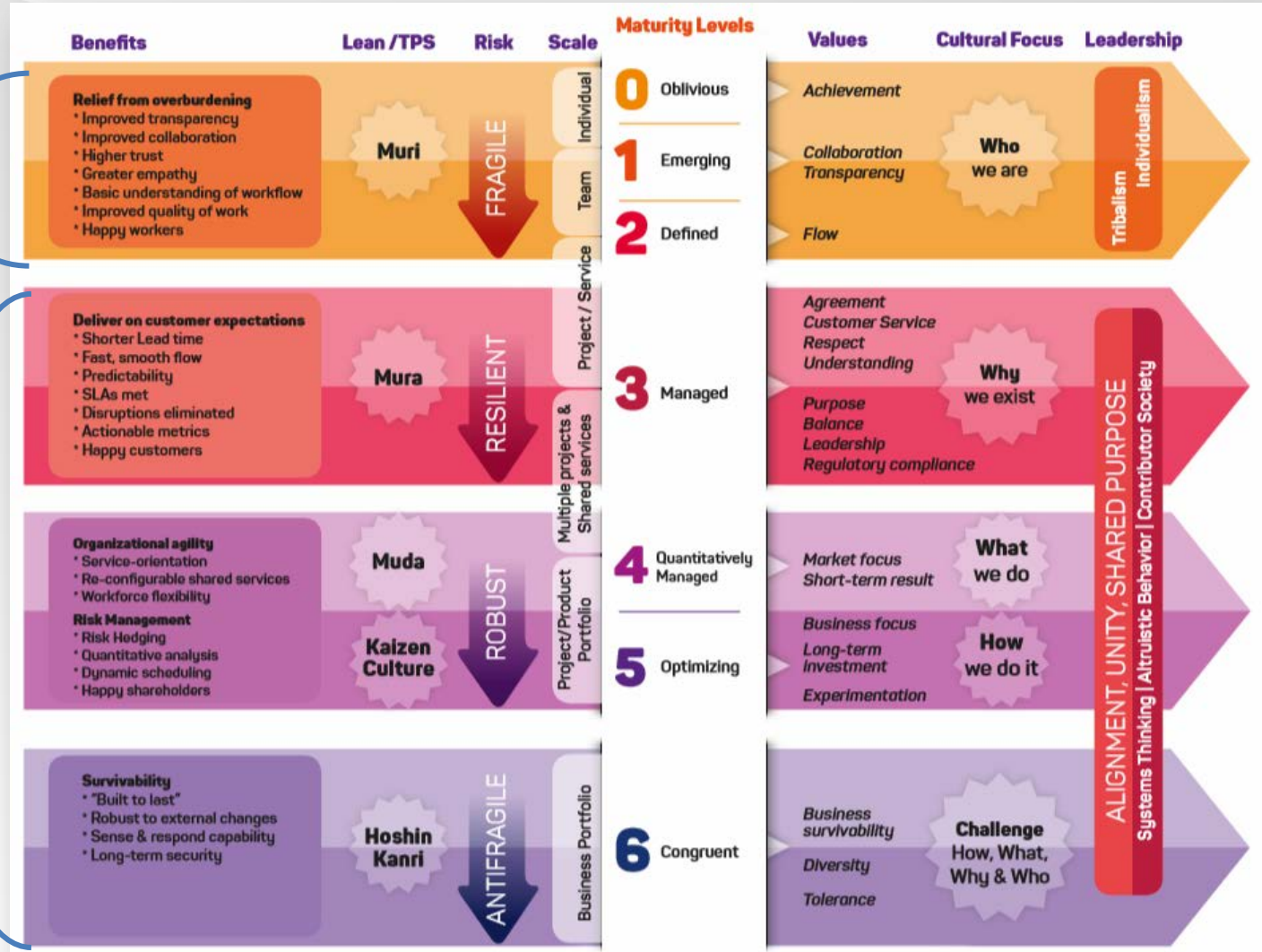


Shri Swami Shantatmananda

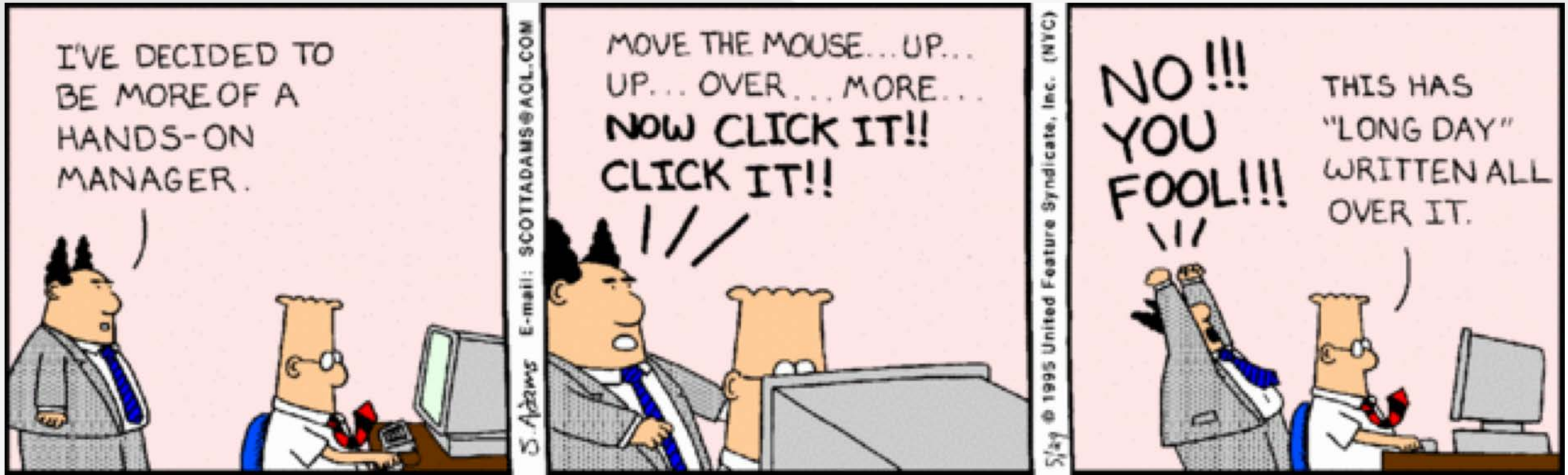
“Shift from a victim mentality to a contributor mentality - to set you free and achieve fulfillment”
(paraphrasing)

Victim
Mentality

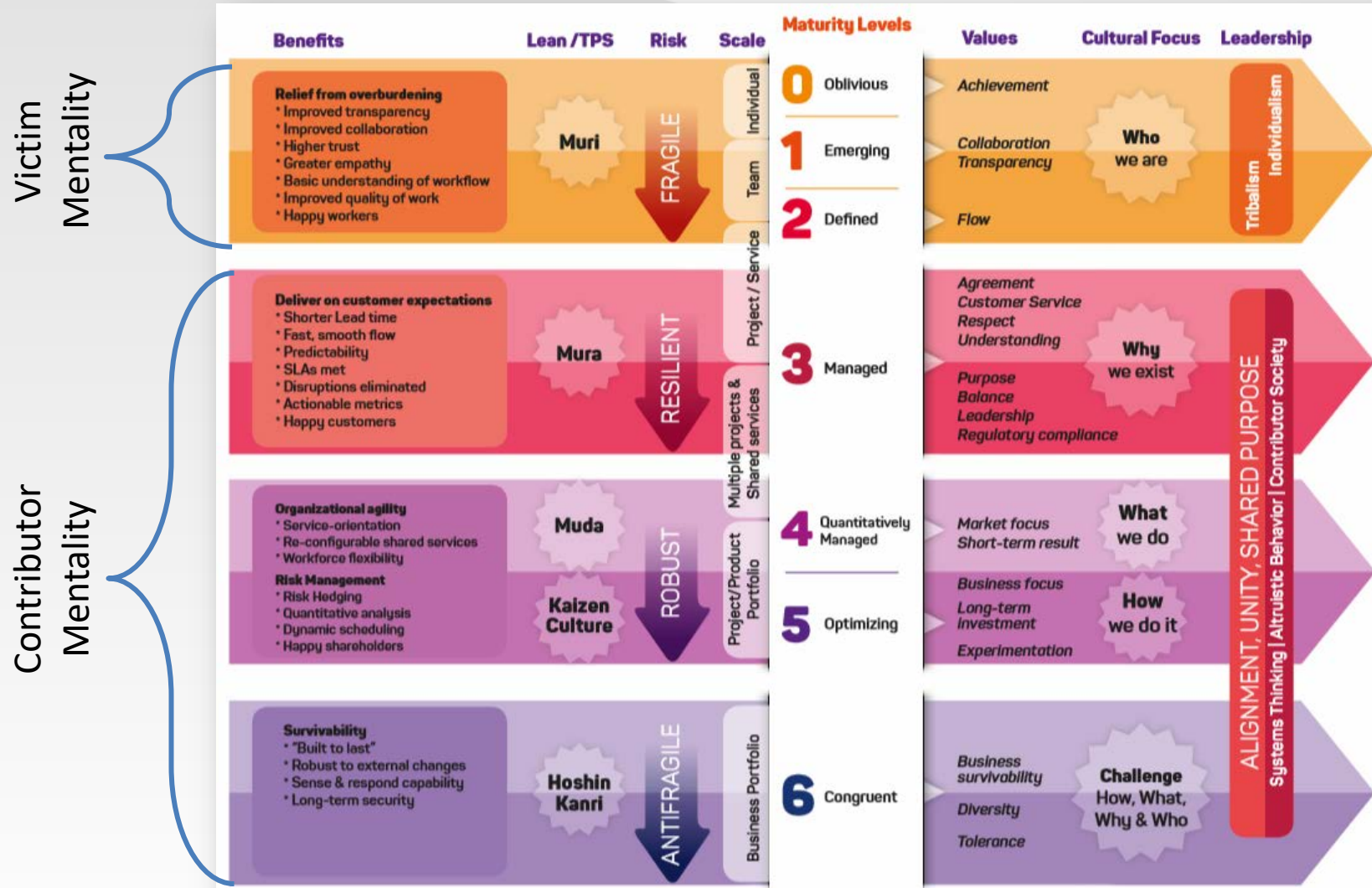
Contributor
Mentality



Dilbert is a victim!



Deeper Maturity Sets You Free!



Values



Customer Service
Respect Understanding
Leadership

Branson's Leadership Creates Freedom



Shri Swami Shantatmananda

Richard Branson's leadership of Virgin would surely meet with approval from Shri Swami Shantatmananda

Level 3 Leadership

Travis Kalanick



Level 3 Leaders

**are driven by a sense of
purpose**

**are empathetic & altruistic,
myopically focused on customer service,
lead fit-for-purpose organizations**

Level 4 Leadership

Dara Khosrowshahi



Dana Dunne



Level 4 Leaders

manage risks

driven by purpose but not at all costs

seek balance across multiple stakeholders'

concerns

lead fitter-for-purpose organizations

Level 5 Leadership

Bruce McLaren

To do something well is so worthwhile that to die trying to do it better cannot be foolhardy. It would be a waste of life to do nothing with one's ability, for I feel that life is measured in achievement, not in years alone.

A stylized, handwritten signature of Bruce McLaren in white ink, set against a dark background that features a blurred image of a Formula 1 car on a racetrack.

BRUCE McLAREN

August 30, 1937 - June 2, 1970



Ron Dennis



Alex Ferguson



Level 5 Leaders

**relentlessly pursue
perfection**

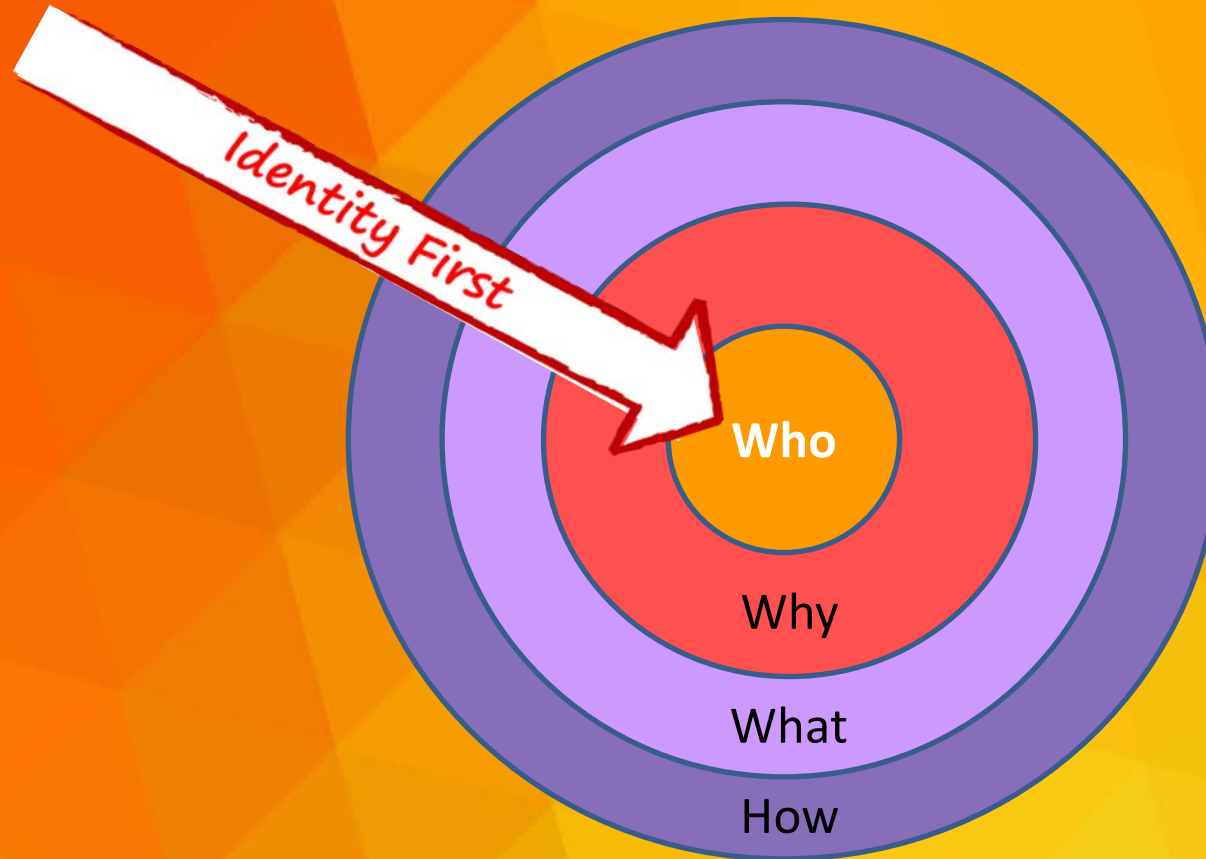
**desire to be the best,
lead the fittest-for-purpose organizations**

Shouldn't we be starting with "why"?

Start with why!



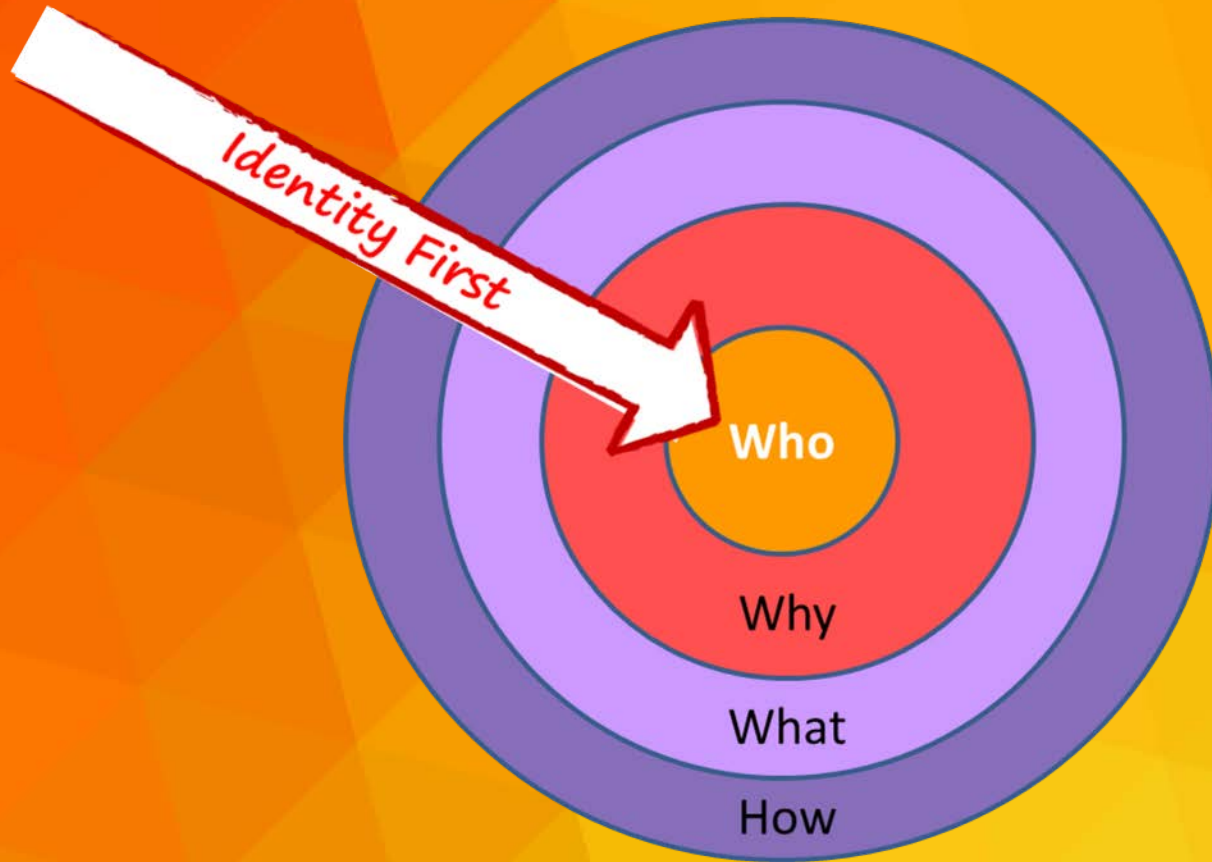
Great leaders use “Why?” to get beyond “Who?”



**Without understanding and
managing who you are,
Why you exist may not be enough
to create consistent congruent
action**

Conclusion

First Who, Then Why!



**An organization's maturity is limited
by its leadership maturity**

**Business outcomes and aspirations will
always be constrained by culture &
values**

What level leadership do you have in your organization?

- Selfish
- Tribal
- Altruistic & Purpose-driven
- Risk Manager
- Relentless Perfectionist
- Culture & Identity Manager



So what should we do?



Ban the old flag?

Or encourage tolerance, diversity and freedom of expression?

While encouraging a new social norm of being intolerant of intolerance. Make it socially unacceptable to wave the old flag in anything other than a historical context.

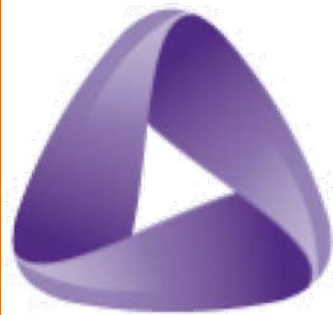
My opinion...

Banning the old flag will only strengthen the social cohesion of those (ab)using it. Their sense of victimhood will energize them. A ban strengthens the value of the symbol and is unlikely to be completely effective



Join us for our **Book Signing Session** in the
Slack Zone to see the following Authors:

David Anderson | Alexei Zheglov | Klaus Leopold
Patrick Steyaert | Andy Carmichael | Teodora Bozheva



LeanKanban
UNIVERSITY

Thank you!



About

David Anderson is an innovator in management for 21st Century businesses that employ creative people who “think for a living” . He leads a training, consulting, publishing and event planning business dedicated to developing, promoting and implementing new management thinking & methods for professional services firms...



He has 30+ years experience in the high technology industry starting with computer games in the early 1980's. He has led software organizations delivering superior productivity and quality using innovative methods at large companies such as Sprint and Motorola.

David defined the Fit-for-Purpose Framework, Enterprise Services Planning, the Kanban Maturity Model and originated the Kanban Method. His latest book, is, *Kanban Maturity Model – Evolving fit-for-purpose organizations*.

David is Chairman of Lean Kanban Inc., a Seattle-based business operating globally, dedicated to providing quality training & events to bring Kanban, Fit-for-Purpose and Enterprise Services Planning to all professional services businesses who employ those who must “think for a living.”

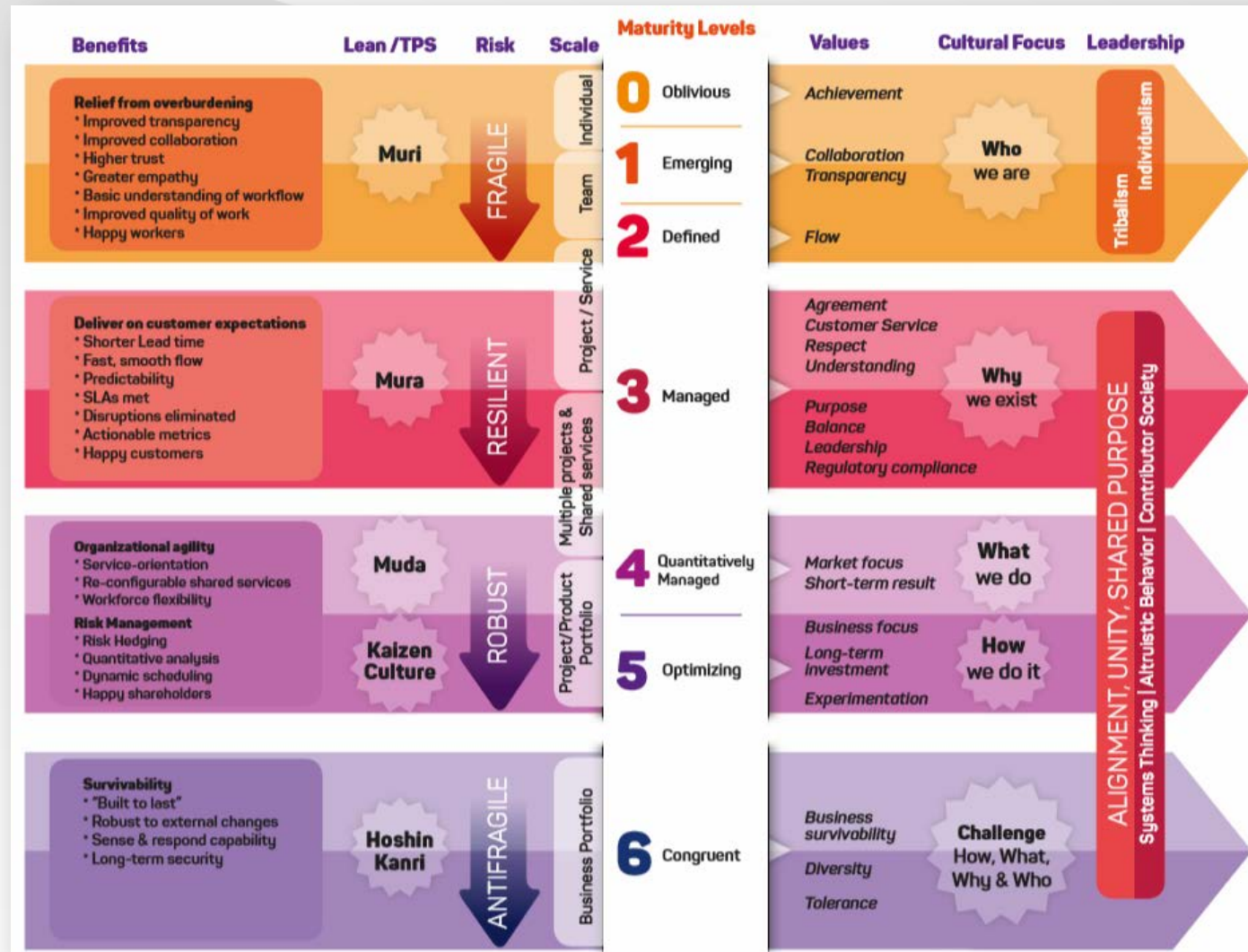


Acknowledgements

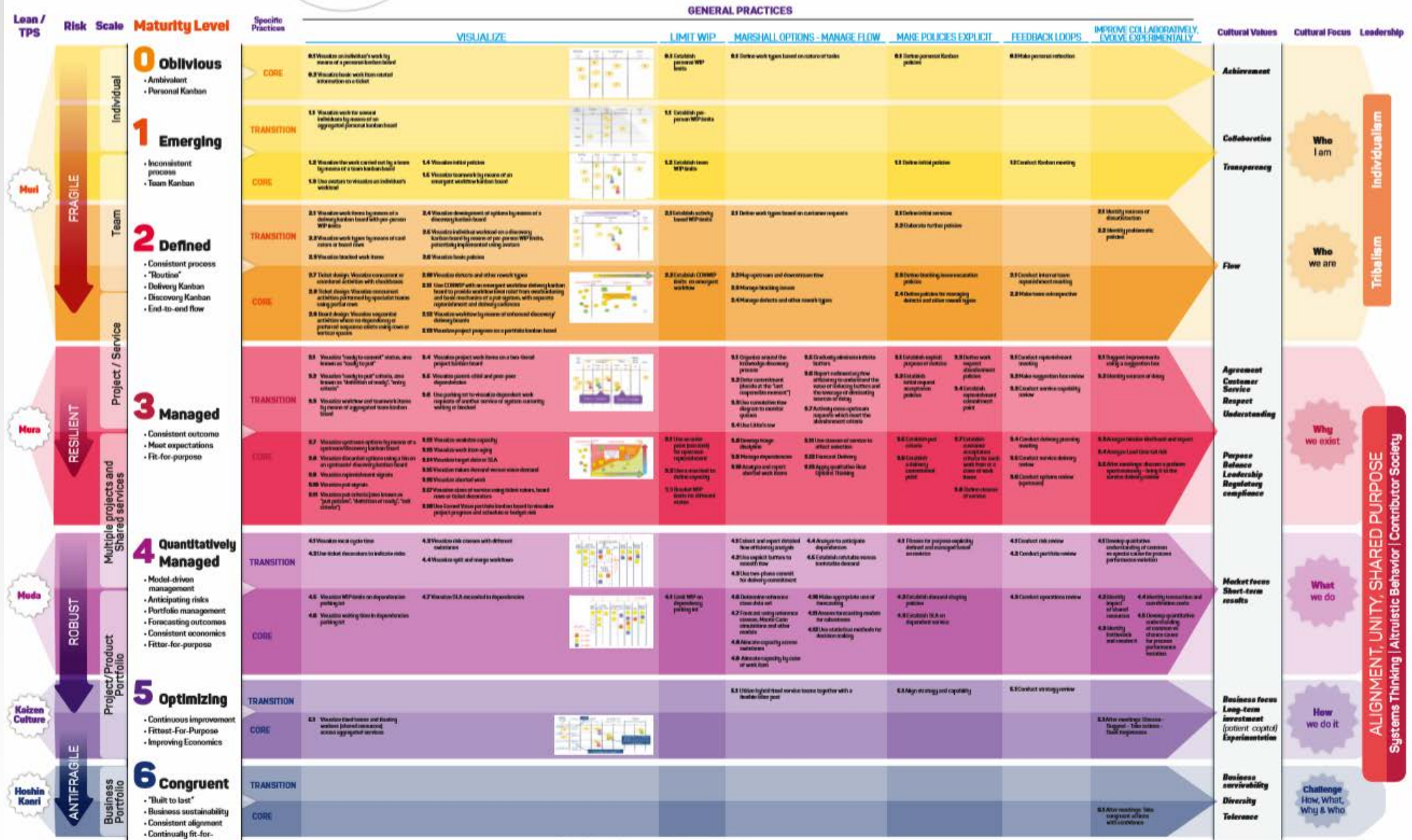
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Appendices

Kanban Maturity Model Benefits Beta Release

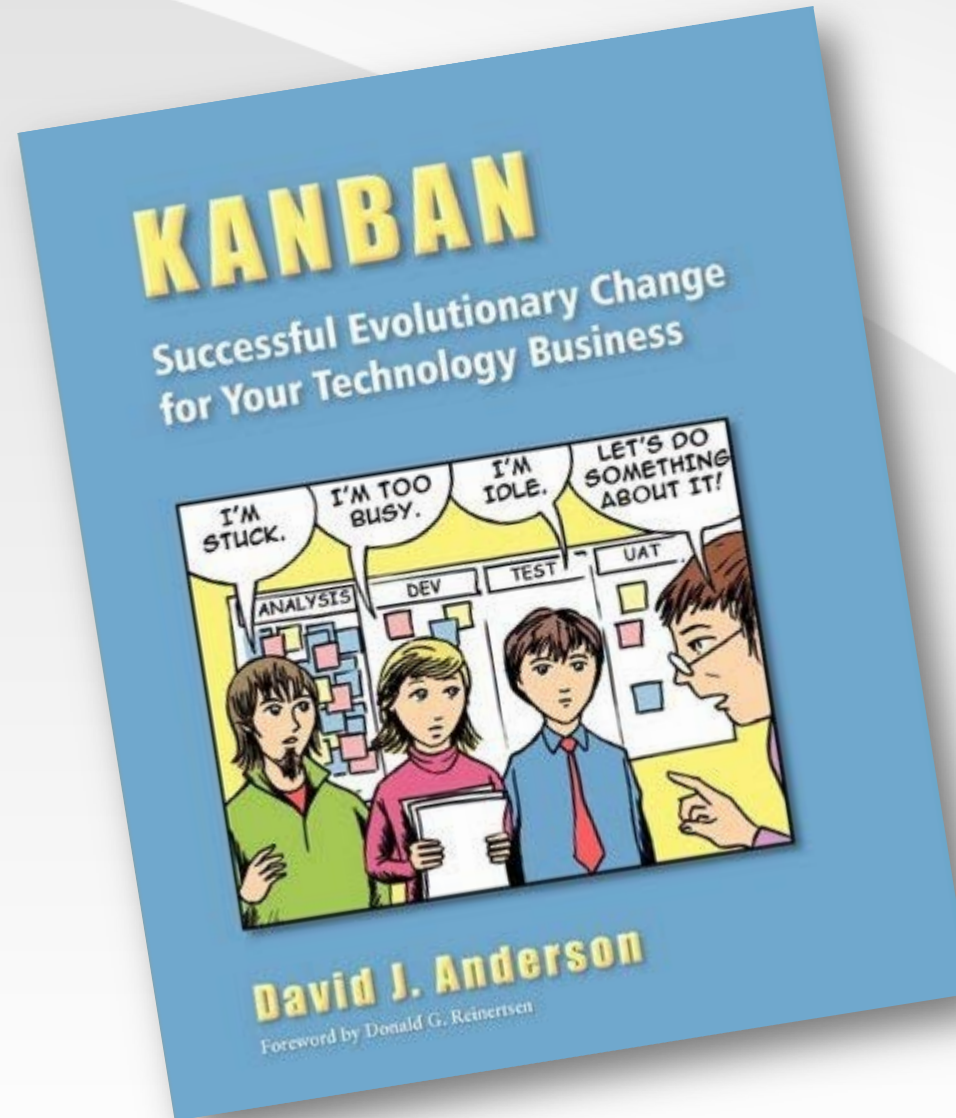


Full Kanban Maturity Model Beta Release



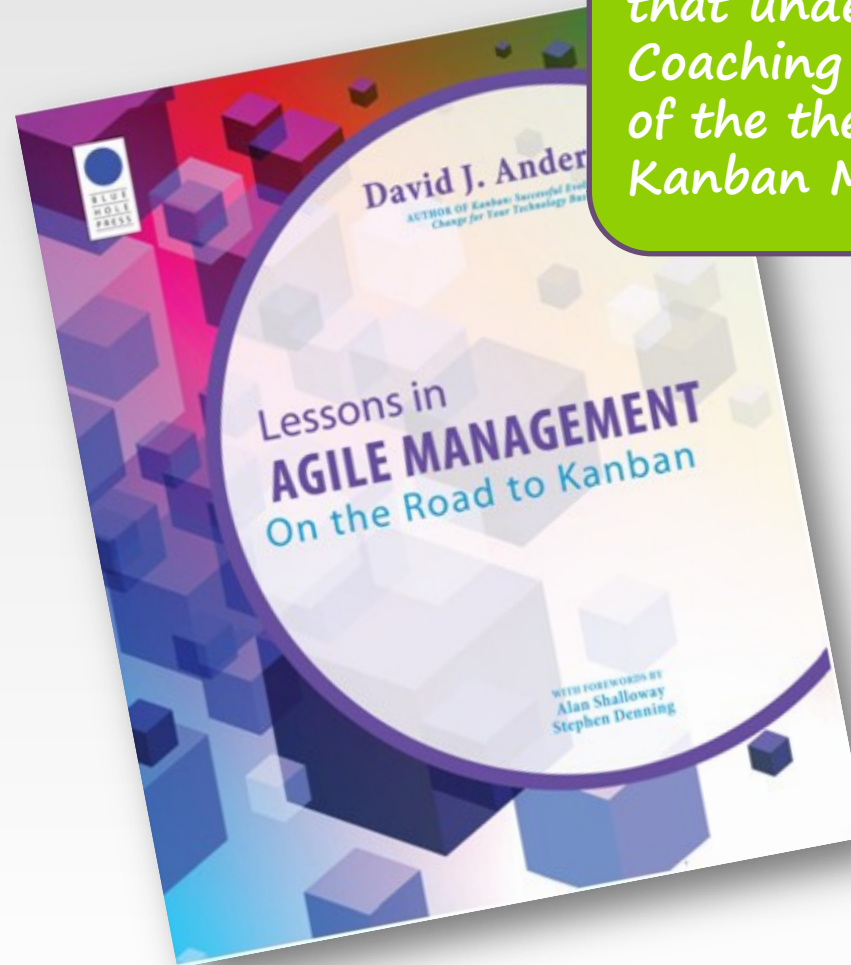
Books

2010 – Kanban “blue book”

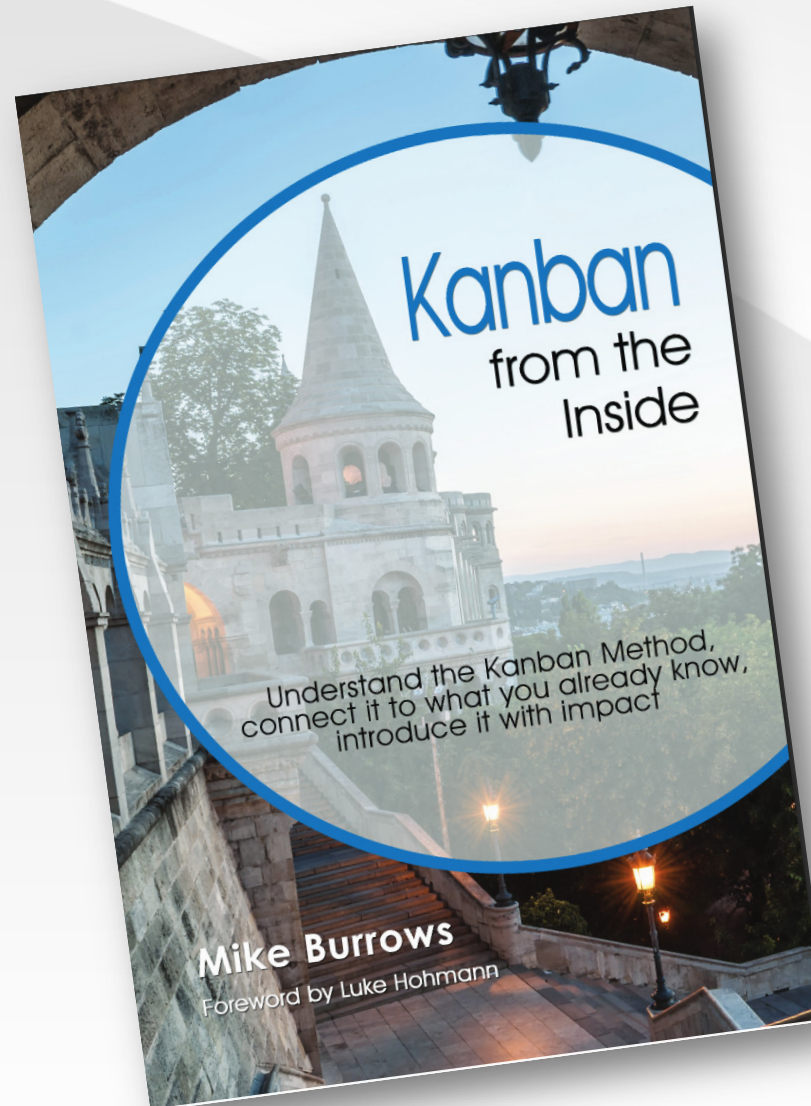


2012 Lessons in Agile Management

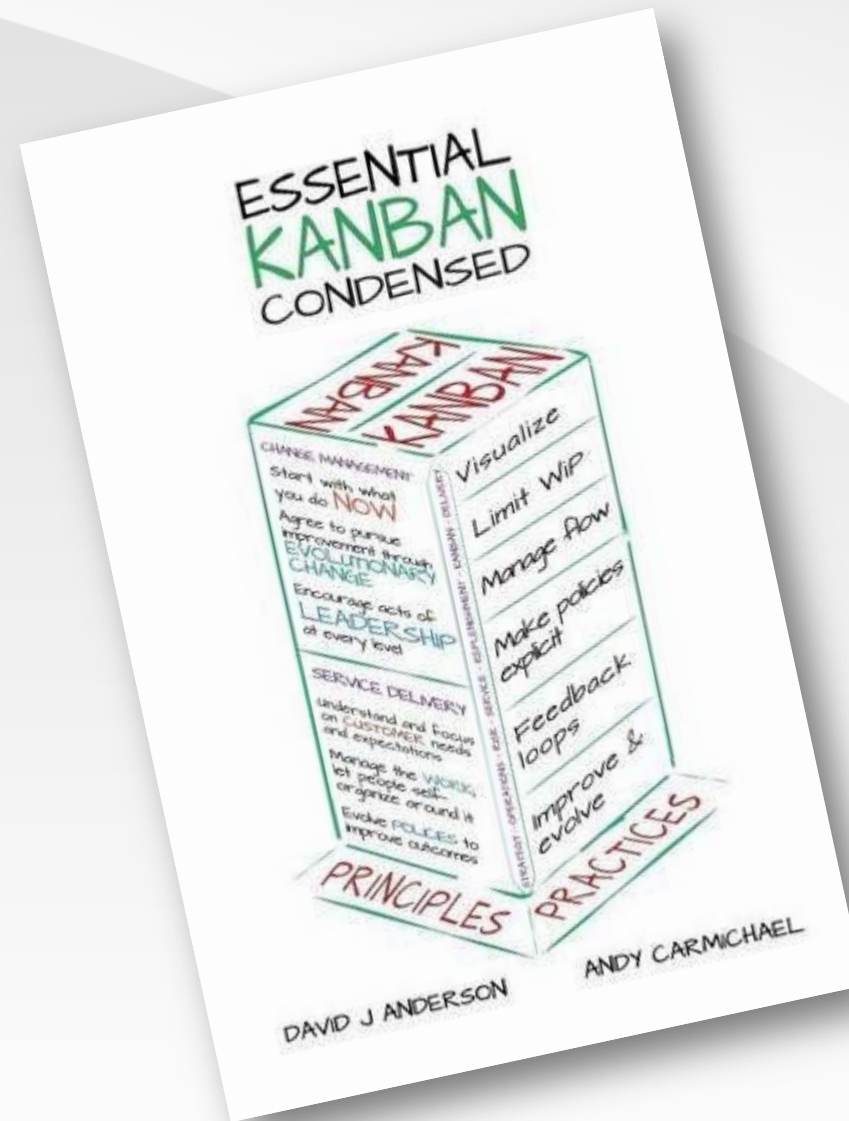
The heavily under-rated book that underpins the Kanban Coaching Masterclass and most of the theory behind the Kanban Method



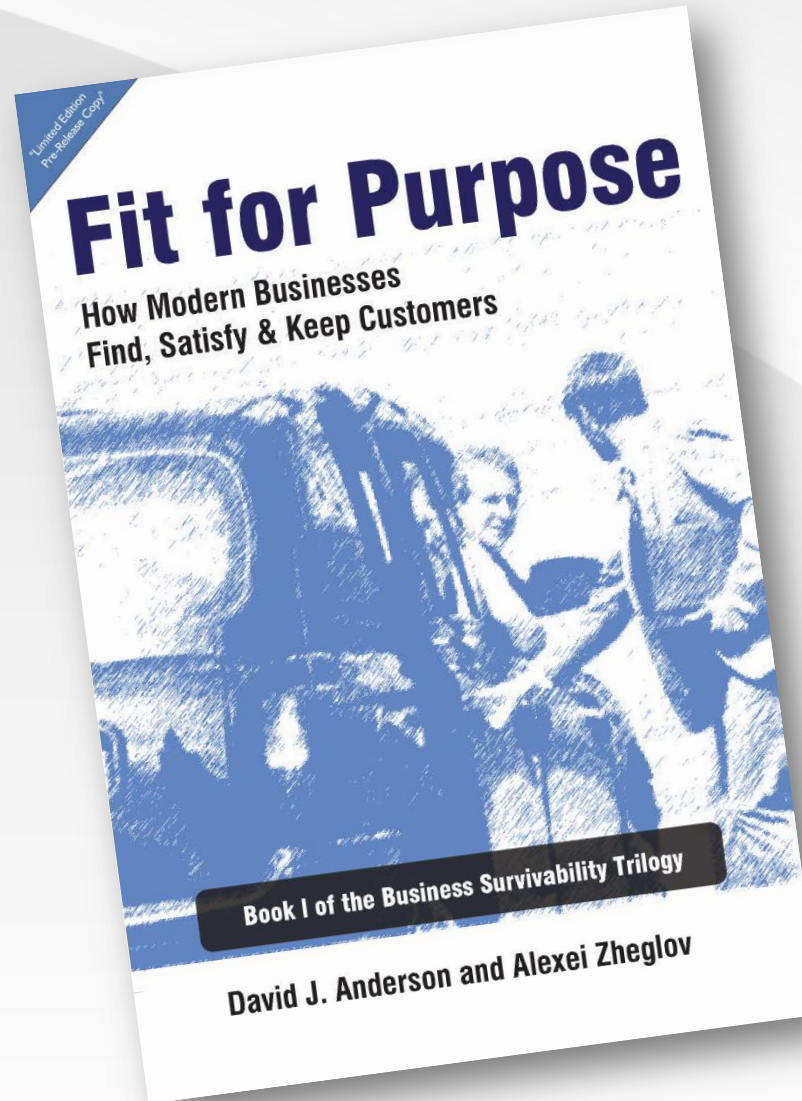
2014 Kanban from the Inside



2016 Essential Kanban Condensed



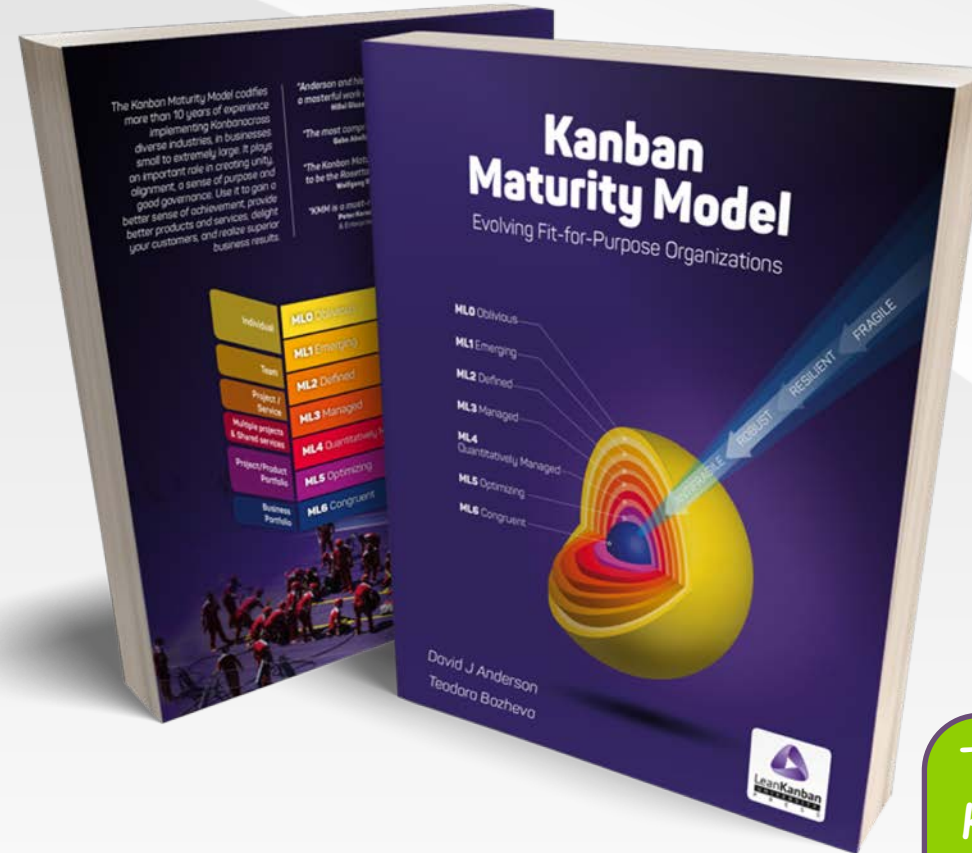
2017 Fit for Purpose



Our new book on product management, service design and strategic planning

2018 Kanban Maturity Model

Matching kanban design & implementation appropriately to organizational maturity and desired business outcomes



The new powerful tool for Kanban coaches & consultants to lead change in an incremental & evolutionary fashion



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